



U.S. DEPARTMENT OF
ENERGY

Applying Integrated Management Lessons Learned During a Cultural Transition *(and why is it so hard?)*

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Building
Mission Success

Integration of Management Systems

Making Integration Happen

What has leading change taught us?

- Consequences matter, a lot –
and most of them you can't control

We've learned that the culture at LANL and LLNL sees structure and compliance as incompatible with creativity and innovation. There is a transition endemic hesitancy, a '*waiting for permission*' culture, making it easier to '*step over the hole than to fill it in.*'

Making Integration Happen

What has our quest for ISM taught us?

- Employee involvement matters, a lot –
neither logic, nor management authority, nor any compelling urgency will convince an employee culture to adopt a corporate cause as if it were its own

The “spark” in improving AWMTP conduct of operations happened when ALL employees became engaged. At LANL, turning the corner took leadership commitment to their employees.

Making Integration Happen

What has process improvement within an incumbent workforce taught us?

- The hardest part is making it last –
“leadership” is the stuff that solves unsolvable problems, creates energy when all energy is expended and ignites emotional commitment in others, like employees and teams.

At LLNL the tide is being turned with a governance model that “touches” the right level with the right empowerment, setting off a willingness to change.

Making Integration Happen

Putting the basics into action

get alignment

- listen – listen – listen
- “experience” the future state through those affected
- be clear about what is changing and what is staying the same

Acknowledge the culture – build upon the creativity, seek leaders from within, make it part of the integration

Making Integration Happen

Putting the basics into action

plan for results – milestones & metrics

- get buy-in – “what’s in it for me?”
 - its not the same top-to-bottom, person-to-person
- involve ALL stakeholders – make it of value
- be prepared to show results to get over the inertia and reinforce
 - you get what you measure

Listening to employees and addressing their needs is the routine at AMWTP from ice related slips to complex process improvements.

Making Change Happen

Putting the basics into action

Balance

“make it fast” AND “make it last”

- never lose patience AND never lose focus
- keep it simple AND offer no place to hide
- expect results AND allow many to not be “yours”

Regardless of size or operational complexity of the organization, leadership begins with the few who can (and must) make a difference,.